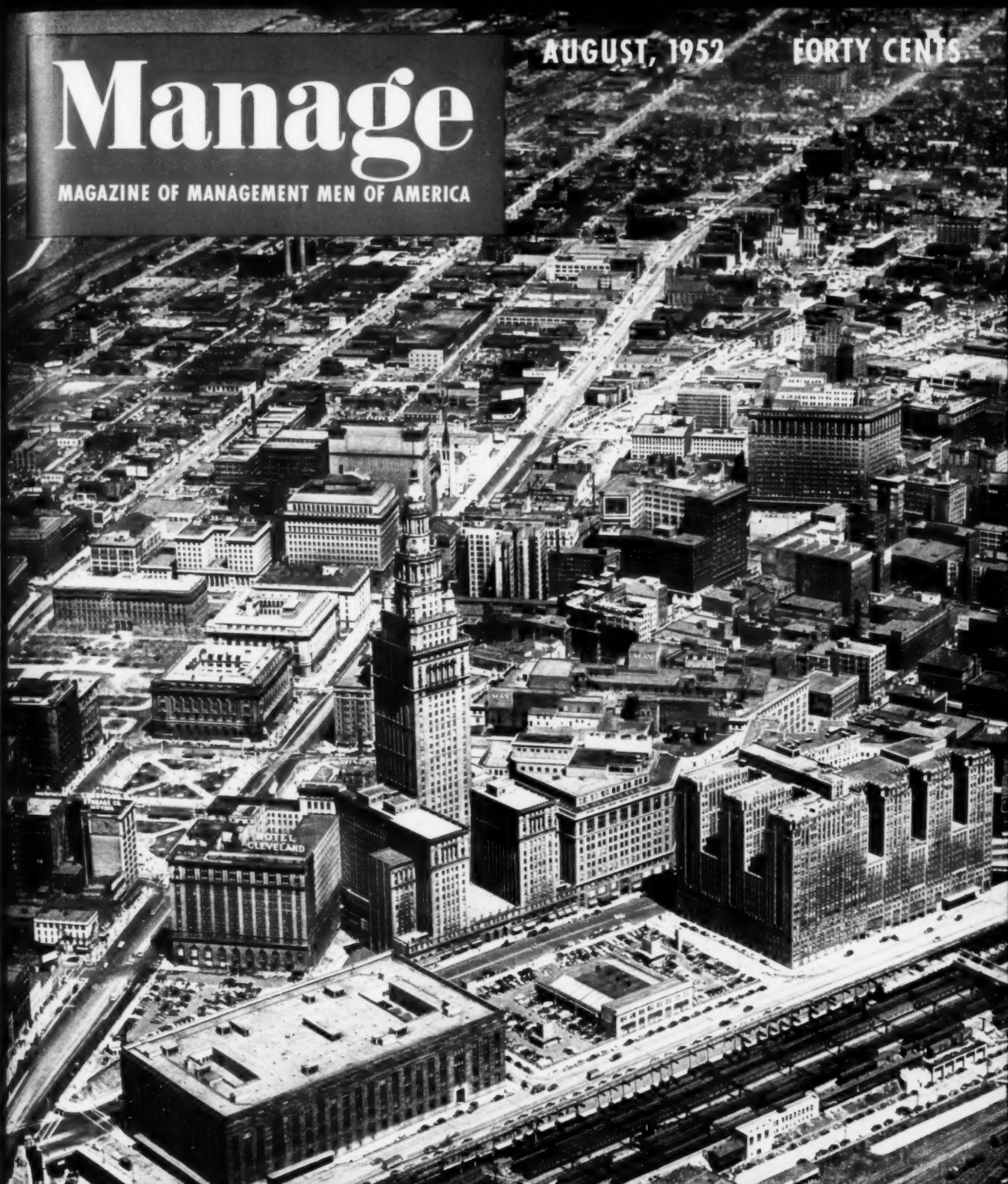


# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

AUGUST, 1952

FORTY CENTS



CLEVELAND—The Scene of The 29th NAF Annual Convention





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## **Television Offers Democracy a *REAL* Chance to Work**

For the past 176 years, the people of the United States have had more voice in running this country than any people of any country have ever known. The principal voice of Mr. and Mrs. U. S. Citizen has been their secret ballot.

What's the outlook for the future?

In a word: *Excellent!*

As the two major political party campaigns to elect a President and lesser government officials get into high gear, the voters of the United States have the greatest opportunity in the history of the country to intelligently select the men they feel are best qualified for the positions. Never in the history of civilized man has so much information been available to the Citizen family about the candidates for office as in this 1952 election year, and never has any of the Citizen family before had access to the "inside" working of politics and the political parties.

Television, alone, is bringing the candidates into over 16,000,000 homes in this country. The popularity of television has forced the press and radio to dig for interesting, factual stories and commentaries as they have never had to dig before. It was estimated that over 72,000,000 television viewers followed the Republican and Democratic conventions in Chicago.

When the Republicans opened their convention on July 7, there were approximately 1500 newspaper, magazine, radio and television reporters on hand to cover the events (one reporter for every one and one-fourth delegate to the convention). At both these conventions, the best news-gatherers in the country worked competitively to make all possible news available to the citizens who will have the final say about the success of the candidates in the November election.

In fact, freedom of the press and the unrestrained competition between the three great agencies of public communication have put so much information before the voters of the U. S. that with a minimum of study any voter can choose the candidate for office who—in his personal opinion—best qualifies.

Like shopping in a new supermarket, Mr. and Mrs. Citizen have been able to look over

the supply of political candidates and accept or reject the various candidates on their individual merits. At first, it was confusing to the giant audience of rulers-by-vote; there was too much information at once for proper digestion. Then the public got used to it and found that confusion no longer existed.

The searching eye of publicity is now so intense that poorly qualified politicians cannot long conceal their shortcomings from the voters. Since 1776, if unqualified men have been elected to political office, voters have been able to justify their election of these men by saying, "I had no way of knowing . . ." Today that excuse can no more hold water than can a stone speak.

At the present time, voters who have never before taken an interest in politics are finding themselves easily engaged in intelligent conversations concerning the qualifications of the candidates and the platforms of the political parties. They surprise even themselves at their knowledge of the men and the issues.

The bleak year of 1948, when only 51 per cent of the eligible voters in the country went to the polls, will not repeat itself. The national average for municipal, county, state and congressional elections—which has been 20 per cent of the eligible voters—will leap to a new high.

With 95,000,000 U. S. citizens to be eligible to vote on November 4, the world will see enough democracy in action to justify the popular phrase of current politicians that "America is the stronghold of democracy, the last hope of all nationalities for a free world."

Citizens who vote according to the dictates of their consciences and to the best of their judgments will build the democratic United States into a Utopia heretofore believed impossible by the freest of the free peoples. And it will be proved to all the world that it is neither the sword nor the plowshare which keeps men free, but it is the unfettered pen and the vote without coercion.



**EDITOR**

Dean Sims

**ASSISTANT EDITOR**

Dwight E. Frick

**ADVERTISING MANAGER**

Frank McMenamin

**ADVERTISING REPRESENTATIVE**

John W. Foster

336 Fourth Avenue,  
Pittsburgh 22, Pa.**EDITORIAL ASSISTANT**

J. L. Hermann

**EDUCATIONAL EDITOR**

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**EDITORIAL ASSISTANT**

R. F. Monsalvatge, Jr.

**CARTOONIST**

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**ON THE COVER**

The 29th NAF Annual Convention at The Hotel Statler, Cleveland, September 17 through 20, will have for its theme "The Will to Work—An Industrial Necessity." Management men from all sections of the country and industry will attend. The inspirational and educational program will prove valuable to all men of industry and consequently will improve all industrial relations.

For more information about the city of Cleveland, please turn to page 27.

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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**THE NATIONAL ASSOCIATION OF FOREMEN**

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 53,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

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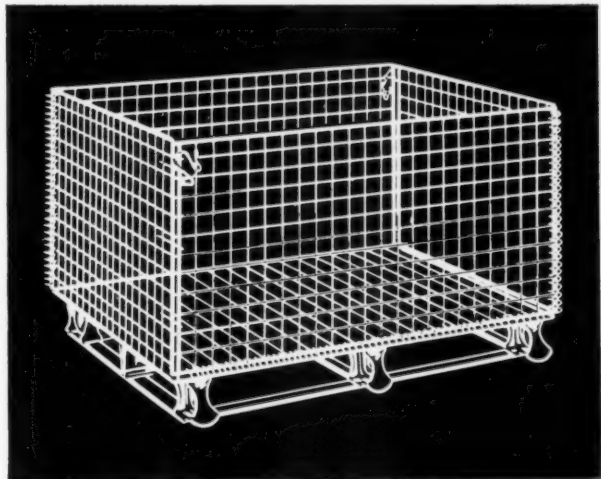
## USP PALLETAINERS

*... for your handling, shipping, storage operations*

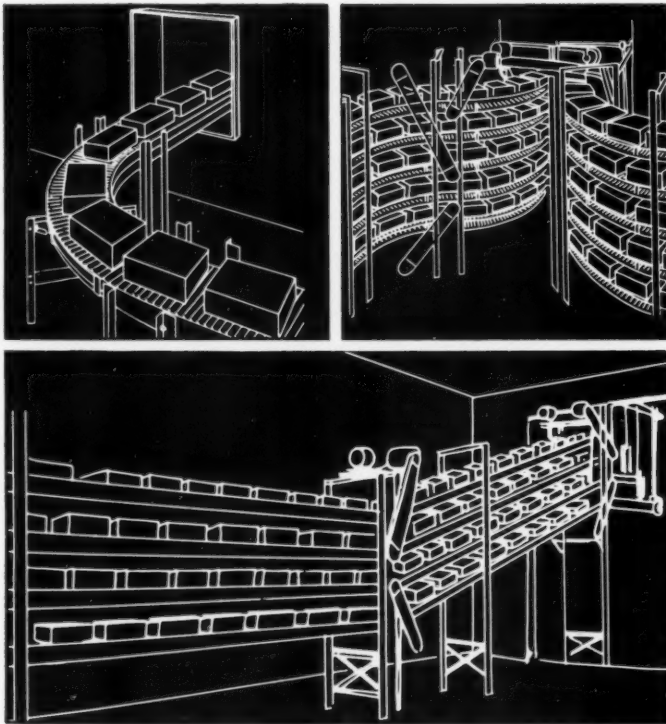
Heavy steel wire, permanently electro-welded into 2" mesh, then fabricated into USP Palletainers is speeding ... and easing ... countless handling, assembling, storage and shipping operations for American industry.

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**UNION STEEL PRODUCTS CO.**  
ALBION, MICHIGAN

Want to know more facts about your city, state or Federal government so you can better cast your votes at the proper time? So did 30 citizens in Dallas, so they put their shoulders to the wheel for better government through knowing the facts . . . They became a part of a unique public education venture known as Facts Forum, which, founded last year, is spreading nationwide.

**SOUND OFF!**—Al Furtardo, tool and die worker, standing, takes issue with the vice president of his company, C. D. Allison, left, Dearborn Stove Company in Dallas, in the regular monthly Facts Forum town hall type of meeting. Mrs. Netta Lewis, editor of the company's news magazine, acts as moderator. Some 30 company employees, from the top executives to the factory hand, are taking part in this unique public education venture which has attracted participants in every state in the union.

BY RUTH DAVIS

**S**HORT, stocky Al Furtardo emerged from the plant room, wiping the grease from his hands.

"In government," he said, "just like in our jobs—we've got to put our shoulders to the wheel."

The husky 47-year-old tool and die worker hung up his blue-denimed apron after a busy day at work for Dearborn Stove Company in Dallas.

"Trouble with the American people," he said, "is that they only vote every four years. They don't take an interest in local affairs."

"The average guy asks, 'What good does it do if I vote?' He'd get an answer from the politicians if he did. He can't get an answer by staying away from the polls."

Cloakroom talk?

Not from Al Furtardo.

On that particular day, true, Al was pretty stirred up over a bond election in his town. A lot of his friends who owned homes in the same neighborhood weren't going to vote. The bond issue was a multi-million dollar job—meant better streets, more recreation . . . and more taxes.

But it wasn't just that one election that bothered him. In those past, he had seen a widespread indifference—a clearly disinterested attitude on the part of a great number of persons toward the affairs of government.

A few months ago, Al decided he might be able to do something about that indifference.

That's when, with some 30 fellow employees at the plant, he became a participant in a unique adult public education venture known as Facts Forum.

The basic plan of Facts Forum was most appealing to Furtardo, being a native New Englander, for it was sort of a rejuvenation of the old town hall meeting idea.

Individuals came together in small groups—known as Forums—to discuss and debate the important issues of the day. It might concern anything from the city police force, fluorination of the municipal water supply to universal military training.

There were no strings attached. Facts Forum, financed by volunteer contributions, was strictly non-partisan. Its sole purpose—in the belief that apathy could destroy a free and strong America—was to stimulate interest in public affairs, to revitalize expression of public opinion. Initiated a year ago in Dallas by a group of young business men and women, it was now nation-wide in scope.

The idea of Facts Forum caught on quickly at Al's plant, just as it did in two other Dallas industries.

Dearborn employees on all levels—from the vice president and general manager, to the supervisor, the clerical worker and factory hand—became interested.

And they found it didn't make any difference what rank or title a fellow

had. For when the monthly Facts Forum meeting rolled around, one man's opinion was as good as the next—real grass roots democracy.

Rather than talking wages and hours, they'd pick such subjects as the merits of the United Nations, the Point Four program, or voting the 'straight party ticket.'

Facts Forum soon became an integral part of the company's personnel program. It was co-ordinated with the company's course on humanics and the company-sponsored morning devotionals.

"This," says Al Furtardo, a skilled laborer for most of his life, "is the best answer you have against Communism, or any other 'ism.'"

Facts Forum, on a nationwide scale, has appealed to a widely divergent group of Americans. Its many participants are people like Al and his wife; people like the vice president of Al's company; bankers and bus drivers, school teachers and students.

Most of the Forums take the form of neighborhood meetings. The location is usually some public building, like a school or health center. Sometimes, the Forums are held in the homes of participants.

A central headquarters in Dallas co-ordinates the over-all activities, although each little Forum group of not more than 49 members is in itself autonomous. Each Forum elects its own officers and moderators, and se-

# facts forum

lect topics for discussion.

Robert H. Dedman, Dallas attorney, is president of the national organization.

Facts Forum has attracted participants in every state in the union. There are even some American participants in England, Mexico, Canada, and Hawaii. Forums have been formed all over Texas, in Louisiana, Virginia, Illinois, Nebraska, Colorado, New Mexico, and Oklahoma.

To guide them in their study and debate, Facts Forum circulates an opinion poll among participants, posing some of the vital national and international issues.

For instance, a recent poll asked, "Does the President have legal power to seize the steel producing facilities?" Only 15 per cent answered "yes." Eighty-two per cent responded affirmatively to the question, "Should we impose a time limit in Korean armistice negotiations?"

Results of these polls are tabulated and sent out to the newspapers. Congressmen and senators are frequent contributors of poll questions.

In addition, Facts Forum maintains a free circulating library of books covering a wide variety of political and economic thought.

Heading a small paid staff of workers is Co-ordinator Dan Smoot, whose recorded radio speeches are now being broadcast by stations throughout the nation.

In his regular weekly 15-minute talks, Smoot takes up one current event issue and gives the pros and cons on each side. Transcriptions are made available to stations without charge. The program thus far has been drawing mail from listeners in 40 states.

Several well known Americans are members of Facts Forum's Advisory Board, including Dr. Norman Vincent Peale, pastor of the Marble Collegiate

Church in New York City; All-American Doak Walker of Dallas, and Lloyd E. Skinner of Omaha, Neb., president of Skinner Manufacturing Company.

Facts Forum proposes to stimulate thinking people into finding out the answers for themselves rather than advancing ready-made solutions. It was inaugurated in the belief that the American people are essentially wise and can depend upon themselves to make correct decisions in shaping public policy if they will keep informed and think.

Therefore, the campaign of Facts Forum is not against any particular set of ideas but against public indifference, which it believes can sap the political and economic strength from America.

As Al Furtardo said, the average guy can't get an answer by staying away from the polls.

If you are interested in receiving Facts Forum material and voting in the Facts Forum public opinion polls, you may do so without obligation. Just write *Facts Forum*, 720 Mercantile Securities Building, Dallas, Texas. If you are interested in starting your own Facts Forum group in your community, you may write to obtain information about that too.

**MAN WITH AN ANSWERS**—Montye Jones, employe of Texas & Pacific Railway of Dallas, signals to Moderator W. C. Schultz, (back to camera), that he knows at least one answer to a question posed before the company's Facts Forum discussion group. Facts Forum participants at T & P meet twice a month after work in a company conference room.





**I** ALWAYS enjoy talking about quality control with a group of management people. I think this is because a quality control program, in order to be successful, must enjoy the whole-hearted support of all of management personnel. I suppose a lot of you have been exposed in some way or another to quality control and know something about what it can do. I know that all of you have heard about "Q. C." and probably wondered what it is all about.

Now with all that talk going around, there must be something to this statistical quality control. Let's look into it for a bit. Quality control today is used in a great many fields, from Borden's quality-controlled milk to whiskey and baby carriages. Not alone in manufacturing, it does a job in research, office work, weather control, and scientific experimentation. For example, a whiskey manufacturer actually controls the taste of his whiskey by statistical methods. Of course no system in any industry will be successful without the full cooperation of all the people in it. And thereby hangs the tale. I hope I can show you something about it that will make you give your full support to such a program in your company.

If you make a product today, the only assurance you have that the product will sell is not its price, but its consistency. If you buy a certain brand of cigars one day, you will want it to taste the same as it did the last time you bought them. That's the reason we generally stick to one brand of cigarettes or candy or cars. But when you are on the manufacturing end, your prime concern is to make the product the same today as it was yesterday. A manufacturer sets up his own standards of quality. He bases these standards on the customer's acceptance of his product. How high or how low these standards are is simply a matter of economics. Naturally, if he builds a Rolls Royce, he puts into his manufacture the best material and workmanship possible—regardless of cost. But not very many of us build Rolls Royces. We are in a competitive market where we must

Quality Control is comparatively new to American industry, but already much has been written about it by the pioneers in the field. This is the first time an article has come to the attention of the editors of *MANAGE*, however, which tells the Quality Control story from the beginning. Too often it has been taken for granted that everybody knows exactly what Quality Control means. That is not the case and H. J. Jacobson of the Grand Sheet Metal Products Company, Chicago, has come up with an article to brush away all the mystery . . . he tells his story from the beginning.

# Quality Control

## FOR MANAGEMENT

By H. J. Jacobson

not only meet a price set up for our product, but we must also produce as good or better quality while at the same time reduce costs so that we can make a profit. Well, here is where quality control goes to work. It gives you a better product with higher production and at a lower cost.

Factually speaking, quality control itself does not do this. All it really does is to point out the proper method of attaining this goal with the men, material, and machines available. Actually, it is a combination of all groups, manufacturing, engineering, sales and inspection that work together to correct conditions that are ferreted out by quality control.

Now, just how is this done? Well, statistical quality control had its beginning early in 1922 when Dr. Walter Shewhart of the Bell Telephone Laboratories began a series of control charts on products manufac-

tured by the Western Electric Co. These charts were based on the statistical theory of chance occurrences. What I mean by that is this: in a game of dice, the chance of throwing a certain combination of numbers can be accurately calculated. That doesn't mean that we know what number we'll throw every time, but in a thousand throws each combination of numbers, such as a pair of 6's or 7's will appear just so many times. And in every thousand throws thereafter, this figure will vary only slightly. Any variation is bound to be a chance variation unless something is wrong with the dice. Dr. Shewhart's plan was put into operation at Western Electric and is still in use. During the second World War, the Government, seeing the tremendous possibilities in Q. C., inaugurated a training program in order to get many of their suppliers to use Q. C. in their plants. Statistical Q. C.

is based entirely on a theory. However, it is a workable, a proven theory. For example, we can tell what our chances are in betting on a horse race, but we can't tell what horse to bet on. We know for instance that there are certain laws of probability and within a certain accuracy we can predict what the probability of a certain occurrence will be. Just as an example, last New Year's Eve, the National Safety Council predicted a certain number of deaths over New Year's. They were right to within a count of ten. Their prediction was based on the laws of probability. By the same method, we are able to determine a variation in product as being due to chance causes or some definite cause. Simply, the law of probability, or the law of chance, means that certain conditions will occur with regularity. By separating the chance from the real cause, we can tell something about the manufacture of product. To show you how rapidly the interest and use of Q. C. has been, the American Society for Quality Control was founded in 1945 by seven Q. C. societies in the country. Today, there are fifty-nine sections of ASQC with a membership of over six thousand.

You know, this control of quality is a difficult thing to explain. It's like the fellow they hired in a machine shop. They were unable to get experienced help so they took on a man who had never done any of that work before. They put him on a machine and told Max, another operator to show him what to do. Max gave him a micrometer and told him to measure some shafts. As long as the shafts were between the five and ten on the mike they would be okay. Well, the guy worked all day and just before they were ready to go home he asked Max what those numbers were on the mike. "Oh those are thousands," said Max.

"How many are there?"

"I don't know, but I guess there must be millions of them."

In our quality control, we are able to take a small, statistically-designed sample from a total lot of material and determine with a high degree of accuracy what the product is like. We have proven that 100 percent inspection is only 80 to 85 percent accurate. We have also proven that

the 10 percent sample or the spot check is only 50 percent accurate. We take our chances with a statistical sampling plan too, but we know accurately what those chances are and we design a plan based on the chance we are willing to take. However, using Q. C. methods, we are able to take smaller samples, without the detail or sorting inspection and pass good product with only a small amount of inspection. At the same time we tabulate our findings and record them by means of what we call control charts.

Now a control chart is simply a highway. Just as long as we run our car down the center of the road, every thing is hunky-dory, but when we go onto the curb or the shoulder of road, beware! From then on we will likely land in a ditch. So a control chart has a center line about which we try to maintain an average. So that if for example we measured a part that had tolerance of  $+$  or  $- .005$ ", the mean dimension then would be the average we would attempt to attain. Then by statistical methods we find what we call three sigma limits. These are the actual limits of the process. In other words, we find that statistically a certain machine will, in the absence of any outside interference, produce parts consistently within these three sigma limits. This line on our chart becomes the shoulder of the highway. Our specification limits will, in general, be beyond that. So the chart works by telling us when we are going off the road onto the shoulder and beyond the actual capabilities of the

machine, and indicates to us that some factor, other than what might be ascribed to chance, has upset the process. Now we must take action. And when I say action, I mean a combination of engineering judgment, investigation, and research to determine the cause of the out of control condition before parts are made that are outside the specification limits and are therefore junk. Now we don't take just one piece from a machine and check it and make our decision. We take a sample of about five pieces at regular intervals and our plotting on the charts is the average of these five pieces. Another thing, we take action on the basis of a trend so that we catch trouble before it goes into the ditch. As a result we know beforehand that if we continue to let the process run in a very short time we will be producing defective parts. On the other hand when a process is running in control, down the center of the road, for a period of time, we are able to cut down on our inspection. This amounts to a considerable saving. Using Q. C. methods therefore we are able to make substantial savings in inspection costs.

By using the proper statistical methods we can cut down the cost of rework and scrap, since we stop making a part before we begin making defective parts. We can do a lot more than just this. Just as an example, in our business, one of the most important controls we can have, especially with regard to cost, is the cost of the care and upkeep of our dies. We should know when it is time from an economical standpoint, to remove the die from the press and have it sharpened. We can do this by means of our quality control charts. This means longer die life, less work on maintaining the die, and consequently a better product because the die is maintained in its best condition.

Another important place where Q. C. works and saves money is in incoming inspection — the receiving department. Here, through Q. C. methods we make sample inspections of the Vendor's material. We accept or reject a lot of material on the basis of this inspection. By recording and charting our results we are able to first, determine the Quality level or



H. J. Jacobson

(Continued on Page 27)

# Incentives

## FOR BOOSTING APPRENTICE MORALE

By R. L. Dumas

**A**PPRENTICE training is good business. It is economical. Properly managed, it will not only pay its own way, but will show a net monetary return. It enables an organization to employ learners at salaries commensurate to their ability until such employees have proven themselves and become productive. It provides an incentive to work and a goal for many months of a man's employment. During the apprenticeship period, a man acquires the habit of constantly trying to expand his knowledge and improve his abilities. It produces a reservoir of better qualified all-around craftsmen with greater versatility, from which, with proper training, can be drawn supervisory personnel.

Even in view of these facts, basically sound apprentice programs are abandoned because management does not consider them worth the effort. As some company officials have said, "They just aren't worth the trouble. There is too much dissension among the apprentices themselves."

Let us analyze this situation. It has been said that all men are created equal. Generally speaking, this is true. However, at an early age, it is possible to detect a difference in the physical and mental makeup when comparing one child with another. As they grow older, this gap increases because of different environment and different practical and educational backgrounds. By the time they reach an apprenticeable age, they can be definitely classified as to their mental and physical capabilities. Some are ambitious and industrious. They are willing to put forth extra effort to get ahead. They have already acquired considerable skill in handling tools, and problems of a mechanical nature. We also find some who are slow, disinterested and uncooperative. Yet, with few exceptions, the same term of apprenticeship is imposed upon all.

A slow or backward apprentice is

not only satisfied but pleased with the fact that an industrious apprentice cannot pass him up. He gets his periodic pay increases within the same period of time. The result is



R. L. Dumas is departmental assistant in Quality Control Technical Writing for Consolidated Vultee Aircraft Corp., Fort Worth. He has been in the aircraft industry for 23 years. During World War II he supervised training programs for the Army Air Force Technical Training Command and the Air Transport Command. Author Dumas is an active member of the Convair Management Club of Fort Worth, which he refers to as a very "robust" organization.

that we unwittingly encourage these apprentices to complete the program, while discouraging those who are progressive. Thus we often lose apprentices who would have made good journeymen, and end with a large percentage who are below average.

It is agreed that according to the standards of most apprenticeship programs, the Joint Apprenticeship Committee has the authority, at its discretion, to advance, retard or complete an apprentice at any time dur-

ing his apprenticeship period. But since few such committees have an efficient procedure for obtaining adequate information concerning the apprentice, most of these cases never come to their attention.

Under these circumstances, the industrious apprentices, who are held back but do not resign, have no incentive to put forth extra effort. All they can do is to keep working, attending related classes, and hoping for luck until their apprenticeship term is completed. This usually results in the apprentice regarding the entire program as a drudgery, and his related class attendance falls off accordingly. In order to obtain regular class attendance, pressure is often used in the form of threats, fines or temporary layoffs. This condition leads to low morale and very often, mediocre craftsmen, which defeats the very purpose of the program.

Outlined below is a proven incentive plan which has been used with very successful results. The entire plan may be summed up as follows:

### OBJECTIVE

To provide a system whereby apprentices who put forth extra effort may advance accordingly, instead of being held back with those who are less capable or less industrious and ambitious.

### WHAT IT WILL DO

It will give the apprentice an incentive to work harder on the job, study to learn more and attend related classes regularly. It will improve the morale of the entire program.

### HOW IT WORKS

The apprentice advances in the program and completes the apprenticeship term solely by satisfactory fulfillment of definite requirements,

(Continued on Page 31)

MANAGE August 1952



# WHAT LABOR IS SAYING

This page is a copyrighted digest of the expressions of organized labor groups and leaders throughout the United States. MANAGE offers this objective report of the general thinking of organized labor as a special service to management.

● THE INTERNATIONAL LABOR ORGANIZATION (ILO) officially lauded John L. Lewis's UMWA on offering the striking steelworkers ten million dollars in their "strike for justice."

● AL HAYES, president of the International Association of Machinists, wired Republican party leaders that most of the plain people of the U. S. would not "swallow the false sugar-coating of the Republican platform plank on labor."

● THE CIO reports that its leaders expect an economic recession in 1953, possibly 1954.

● THE AF OF L called upon its members to get out and vote on November 4 . . . saying the non-voting citizens have caused the defeat since 1938, of 202 liberal congressmen, the WPA, a stronger social security law, and FDR's request for a public works program. The AF OF L also cited the non-voters for the OPA being turned over to industry, the gutting of wage-hour act, taxes for the rich slashed, more loopholes for the wealthy being written into tax laws, and labor's voice on the Wage Stabilization Board choked.

● THE BROTHERHOOD OF LOCOMOTIVE FIREMEN AND ENGINEERS accused the American Medical Association ("the doctors' lobby") of crying "Socialism" to block Congressional action to increase benefit payments to Social Security pensioners and widows and orphans.

● THE CIO called the Congressional vote to kill price and rent controls while keeping wage controls "a contemptuous fraud against workers and consumers."

● HUGH MAHONEY, one of the strike leaders at Bethlehem Steel, was lauded by the CIO for his inspection of the European battlefield in 1945 and for his report that a tank needed

heavier armored protection to stop enemy shells.

● MEMBERS OF THE CIO were urged by national headquarters to write their Congressmen to (1) vigorously oppose the Smith Permanent Injunction Bill to put unions under injunctions and court receivership during emergency periods and (2) to urge Congressional support of President Truman's veto of the state rights oil lands bill.

● THE ACWA-CIO PREDICTS gloomy days ahead for the hosiery, hat and clothing business—no business, no jobs.

● THE WAGE STABILIZATION BOARD fined a Michigan building contractor \$40,000 for paying his AF of L bricklayers \$3 an hour instead of the legal scale of \$2.75 on a hospital job at Ann Arbor.

● THE 82ND CONGRESS'S ADJOURNMENT brought this comment from the AF OF L: "The 82nd Congress finally got out of Washington after messing up its adjournment with the same genius for doing things wrong that it displayed throughout its ill-starred season. In a pell-mell rush to quit work for the year to play politics at conventions and back home, Senators and Representatives tossed over important legislation with an abandon that recalled the so-called 'do-nothing' 80th Congress of 1947-48."

● THE INTERNATIONAL ASSOCIATION OF MACHINISTS reported to its members that the business lobbies outspent those of organized labor by about seven to one during 1951.

● "IF MORE MEMBERS OF ORGANIZED LABOR HAD GONE TO THE POLLS (in 1950) and elected their friends," the AF of L reminded its members, "the Senate and House wouldn't have dared request the President to get a Taft-Hartley injunction to force striking steel workers back into the mills."

Antonio Ruiz Galindo will be honored by The National Association of Foremen with a special citation on September 19, at the 29th NAF Annual Convention in Cleveland. He will be honored for his notable achievements in the field of industrial human relations in Mexico.

# GALINDO: Patron Saint of Mexican Industry

By Hector Manuel Romero  
for MANAGE Magazine

No country of the free world is more on the march industrially than is the Republic of Mexico, our neighbor to the South. Home of the earliest civilization of the Western hemisphere, Mexico has been slow to accept large-scale industry as a substantial basis for its national economy. In the past two decades, however, the nation has made giant strides in modern industry — and foremost among the men in positions of leadership has been Antonio Ruiz Galindo. Leaders like Ruiz Galindo have managed Mexico's plants of free enterprise to boost the national income of the country from 5,670,000 pesos in 1939 to 35,300,000 pesos last year.

## Mexico City

ANTONIO RUIZ GALINDO, creator of the Mexican industry of steel office equipment and former Sec-



Antonio Ruiz Galindo, pioneer in human relations in Mexican industry, addressing an employee meeting.

retary of Economy for the Republic of Mexico, is the guiding spirit of human relations in Mexican industry. As head of four industries in Mexico, he realized the need for special facilities for proper application of his unique doctrine of human relations applied to industry. These facilities were not available in the area in which his employees lived . . . so he built his own.

So his 1,500 employees at the Mexico City plant of Industrias Ruiz Galindo, S. A., would have access to

better living, he built a giant supermarket, a gymnasium and football field, a library, a nursery for children, a dairy farm and a modern school. He put into actual practice, within the plant, employee relations activities designed to impress on every employee that employee's individual importance to the industry.

The eyes of Mexican industry are focused with amazement on Antonio Ruiz Galindo, possessor of sharp social intuition and industrialist with courage to hew a path for others to follow.

"Within the economic structure of modern society," believes Galindo, "the industrialist is a man exceptionally capable of placing himself at the social keypoint to promote the maximum welfare for mankind."

This philosophy briefly explains the activities of this amazing Mexican management man of industry. His doctrine and its concrete application to Mexican industry is one of the most important contributions the Republic of Mexico has made to the field of



The "industrial city" of Industrias Ruiz Galindo, S. A., located in Mexico City.

industrial relations. He has proved to all that it is possible for management to coordinate the factors intervening in production for the mutual benefit of both management and the workers.

When I first met Ruiz Galindo, he talked about his doctrine with the enthusiasm of an industrial apostle. He made clear his profound conviction that he was expressing a very deep truth and had formally dedicated his life to the ambitious task of gigantic social scope.

"The industrialist and his workmen," stated Galindo, "constitute at the factory an organically integrated nucleus wherein both constituent elements are equally important and inseparable in the application of their efforts toward the same end—the creation of effective wealth for the benefit of the community. Therefore, the industrialist needs to understand perfectly well that if he truly wishes to fulfill the function that belongs to him at the present time, he must bring welfare to his workmen and their families, because he forms with them an economic and social unit perfectly defined and from which they derive their living. Fundamentally, the interests of the industrialists and the workmen are the same."

Inasmuch as industry comprises practically every field of human activity, Galindo believes, the industrialist is the keyman who gives workmen and society in general (to the former through salaries and employee benefits, and to the latter through the goods produced) the opportunity to enjoy a higher standard of living. Consequently, the industrialist must be regarded also as the modifier of social conditions, no matter from what angle that statement is analyzed.

"Undoubtedly," commented Galindo, "there are many industrialists who do not live up to that expectation because they continue seeing things from a selfish viewpoint, which, at the bottom, does not favor them personally — nor does it benefit the people."

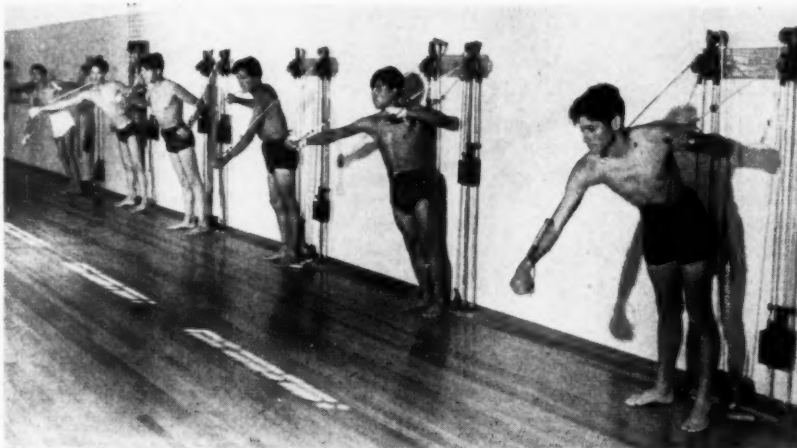
Galindo believes — and practices — that the modern industrialist must present three aspects in order to carry out properly his industrial and social obligations: creative-industrialist, educator - industrialist, revolutionary - industrialist.

(Continued to page 24)

MANAGE August 1952



Employees making use of a super-market built for them by the president of their company.



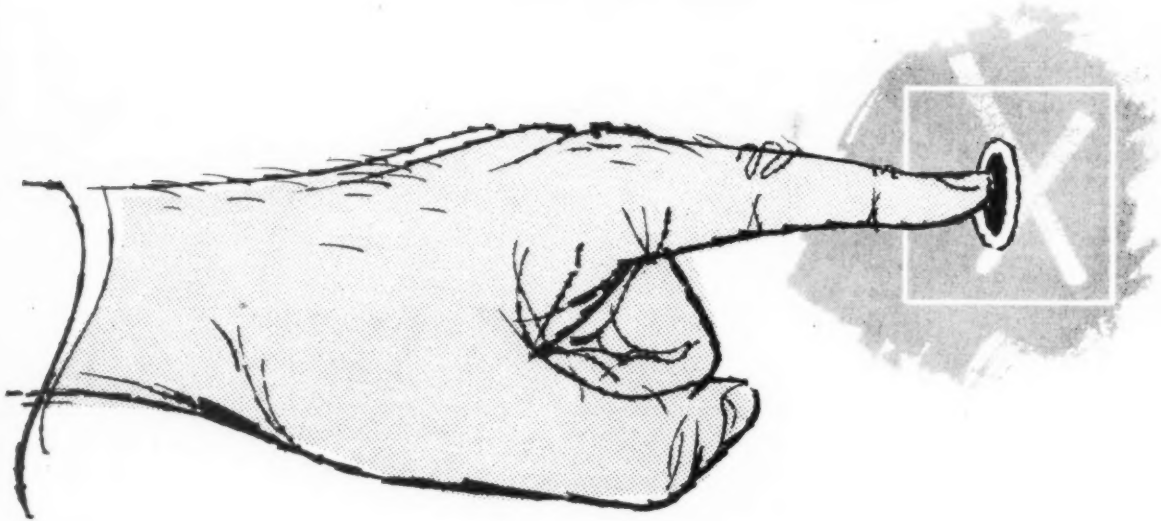
A portion of the modern gymnasium built for his employees by Ruiz Galindo.



Employee functions are a delight to industrialist Galindo—who takes an active part in all of them.



**push doorbells for  
good government!**



**D**o you foremen realize how much you can help the cause of good government just by pushing all the doorbells on your street? Why? Because **there are always voters behind doorbells.**

The trouble is so many of them aren't registered or don't bother to vote. Ask them why and a lot will say, "I just didn't happen to think of it."

That's the whole point of ringing doorbells. Simply ask, "Are you registered? Are you going to vote this Fall?" Nothing more to it. You, the foreman, will get them to thinking about doing their part as American citizens.

And right now is the time, while candidates are filling television and radio, newspapers are packed with political news and the political parties are out beating the bushes.

The point is that most people in this country have pretty good sense — and if they **all** vote, we'd have good government.

Push those doorbells and help get out the vote!

**THE NATIONAL ASSOCIATION OF FOREMEN**

*This advertisement paid for by industries supporting  
the American free enterprise system.*



# How would you have solved this?

**T**EST your managerial ability to solve true-to-life supervisory problems—and maybe win yourself \$10.00. Beginning here this month **MANAGE** will feature **HOW WOULD YOU HAVE SOLVED THIS?** A supervisory problem will be detailed and readers asked to write in their solutions—not to exceed 500 words. The three readers who send in the best solutions, in the opinion of the editors, will receive checks for \$10.00 each. The month following the initial posting of the “problem,” it will be repeated and along with it the three prize-winning solutions.

**In order to be considered for a prize, solutions must be postmarked before midnight on the 18th of the month of the issue containing the HOW WOULD YOU HAVE SOLVED THIS? supervisory problem.**

Here is the first problem . . . but remember, keep your letters to within 500 words and make sure they are postmarked before midnight, August 18, 1952. **Send to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.**

**SITUATION . . .** Pete Smith has been employed by the Urabo Corporation for fifteen years as a non-union machinist, though nine out of every ten in the large manufacturing firm do belong to a local

union. Until eighteen months ago, Pete's employment record was spotless, but at that time he began having domestic troubles. Since that time he has been guilty of gross absenteeism (three or four days a month), his production has dropped by approximately 35 per cent, and Jim Brown, his foreman, recalls that on four different occasions *within the past month* he has detected liquor on Pete's breath when Pete arrived at work—twice a half-hour late. During one noon hour recently, Pete, once very congenial and easy-going, punched a union machinist in the nose during an argument over the closed shop issue.

Foreman Brown's wife is a life-long friend of Mrs. Smith and the former has told her husband that Mrs. Smith is running around with another man . . . that Pete is suffering such mental anguish that any man would go to pieces under similar circumstances. Mrs. Brown declares that she believes Mrs. Smith ought to seek psychiatric advice because she seems to be unusually emotional and beset by obsessions and phobias. (The Smiths have no children . . . Pete is 38, his wife 34.)

Jim Brown's problem is whether he should fire Pete outright, because he is hurting the department's efficiency, or should be involved himself in the machinist's family affairs and try to remedy the source of the trouble?

*What would you do if you were Jim?*

**If you have a supervisory problem you would like help on by MANAGE readers, send it in and we'll publish it . . . but, sorry, no prizes for problems . . . just solutions.**

## DON'T . . .

Don't find fault with the man who limps,  
Or stumbles along the road,  
Unless you've worn the shoes he wears,  
Or struggled beneath his load;  
There may be tacks in his shoes that hurt,  
Though hidden away from view;  
Or the load he bears, put on your back,  
Might cause you to stumble, too.  
Don't sneer at the man who is down today,  
Unless you have felt the blow  
That caused his fall, or felt the same  
That only the fallen know;  
You may be strong, but still the blows

That were his, if dealt to you,  
In the selfsame way at the selfsame time  
Might cause you to stagger, too.  
Don't be too harsh with the man who sins,  
Or pelt him with words or stones,  
Unless you are sure, yea, doubly sure,  
That you have not sins of your own;  
For you know, perhaps, if the tempter's  
voice  
Should whisper as soft to you  
As it did to him when he went astray,  
'Twould cause you to falter, too.

*(Management Muses, Colgate Management Club,  
Jeffersonville, Indiana)*

# "Management" Would be a Soft Touch if it Weren't for the Wear and Tear!

"Reprinted by special permission of The Saturday Evening Post. Copyright 1952 by The Curtis Publishing Company."

MANAGEMENT comes in at ten, after a round of canasta on an air-conditioned train from the suburbs. It takes off its coat, presses a few buttons, tosses off a few letters, fires several employees, then goes out for lunch.

At lunch, it eats a rare *filet mignon*, a salad, has a brandy and coffee, smokes a cigar, then makes for the golf links. After nine holes and three hours, it returns to its office, signs its mail, cuts pay down the line, fires an agitator and makes for home. At home it has several cocktails, sits down to dinner served in state, and goes off to the sixth row at the better plays. It has a late snack, drives smoothly home and crawls between linen sheets with a sigh and a last cigar.

This is the popular picture painted of a day in the life of an executive. It has been done by cartoonists, by union leaders and comedians. But the true story is a little different. Take the matter of wear and tear.

A recent report to the American Medical Association shows that the death and disability rate in management groups is among the highest in the nation. The report was made by three doctors at the Michael Reese Hospital in Chicago. "Labor" is not only healthier but happier than "management," the report says. For example, 189 executives in one large corporation died in a five-year period. The three doctors emphasize the strain under which these men lived. It's not all *filet mignon* and golf. There are also production anxieties, the need to keep men at work, the complexities of defense contracts, the difficulty of obtaining materials, the responsibility to the plant, the long, harassed hours at work, the nights spent in poring over papers, the exhaustion and the truncated social life, with consequent poor family relationships.

Executives, who are dropping dead or going into permanent invalidism or suffering breakdowns, have a much harder row to hoe than labor, the report indicates. They not only work harder, at any rate when they concentrate, but they worry harder.

An executive of forty to fifty is in the physiological group with those aged sixty or seventy in other fields, say the doctors. The executive tends to dig his own grave in a score of ways. He rarely, if ever, eats breakfast. This cuts down on his sugar energy supply and by eleven A.M. he's fit to be tied. At lunch he pecks on his food while he thinks of the problems facing him in the afternoon. If he does eat, it doesn't sit well with him.

Many breakdowns occur, with symptoms such as faintness, exhaustion and nervousness while the executive is going through the plant shops in the afternoon. When he goes home he snaps at his children or his wife and can't face an evening out. If he stays at home, he sits in a deep chair trying to recover from the day's tribulations. Thus, his wife fails to understand him, his children tread softly and he feels guilty and old.

There may still be some exploitation of workers and poor working conditions. But most big factories and many smaller ones have excellent lighting, safety devices on the machines, rest periods, music, severance pay, grievance committees, equitable pay, pensions, minimum hours with provisions for overtime, and handsome lunchrooms where meals are served at reasonable prices. The workers at the "operational level" may have home worries, but they don't take many worries home.

Like many another living fiction, the soft-living executive does not come off in real life. Nevertheless, in spite of these forbidding prospects, almost everybody wants to be an executive.





## THE MAN WHOSE VOTE CHANGED HISTORY

I  
IN November, 1876, there was a certain man who, taken ill, was instructed by his doctor and urged by his family to stay in his bed on election day. The details of this event have long been lost in history as the tale passed from generation to generation, but we can easily imagine the key argument used by this man's family: "What possible difference could your one vote make?"

Ever since the beginning of self-government men have been using that excuse for neglecting their basic duty on election day.

But this man *did his duty*—he rose from his bed, went to the polls, and voted for the Congressman of his choice.

Unfortunately, we are not able to report as to whether or not this act of good citizenship aggravated his illness.

II  
AND what happened as a result of this one "unimportant" vote?

The Congressman he voted for was elected by one vote. But that is only the beginning of our story.

As you may remember (if your history is better than ours) the year 1876 was one of great unrest: the election had created intense bitterness, charges of stealing delegations and fraudulent counts.

The results of the Presidential contest (which was between Tilden and Hayes) were so confused and so close that no one knew for sure who the new President was going to be.

From the election in November until March the argu-

ment raged, both sides contesting the legality of certain electors.

The problem was solved when Congress set up a 15 man commission to decide the Presidential contest.

The vote was 8 to 7 in favor of Hayes, *and the 8th vote was cast by the Congressman who was elected by one vote—the vote of a man who refused to allow an illness to keep him from the polls.*

III  
OF course, we can all say that this will never happen again and that this is the "exception that proves the rule that one vote is not important."

Or can we?

Who knows what is going to happen in the exciting year of 1952?

Can our freedom afford to have another election (as in 1948) in which only half the voters vote?

Even if you feel that your vote is unimportant, how about the 8, 10, or 12 people *you* can get to go to the polls?

But one thing is certain: if *you don't register and vote, you can't expect to influence anybody else.*

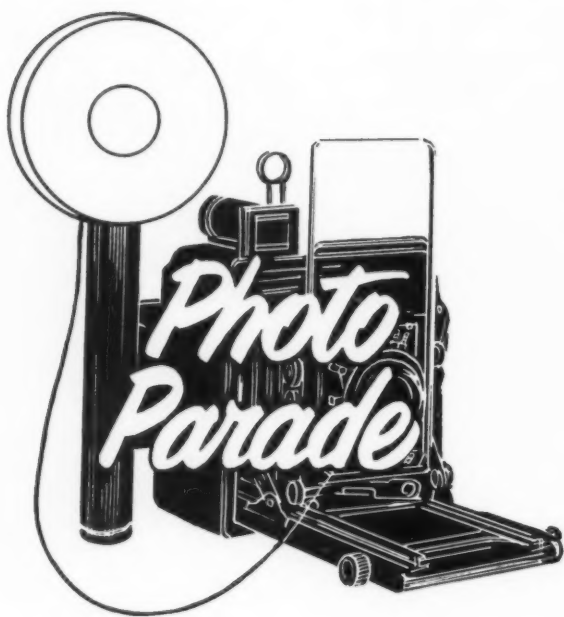
Remember, *good government* doesn't just "happen": it is a blessing reserved for *good citizens.*



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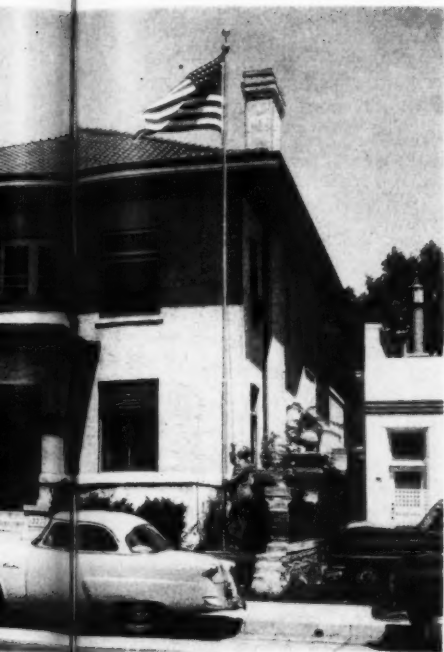
**AWARD OF EXCELLENCE**—Robert Peck, left, receives for the Foremen's Association of Commonwealth Plastics, Leominster, Mass., an NAF Award of Excellence from Bernard Macker of Fitchburg. Standing are, left to right, Orlando Orsini, Club Treasurer; Oliver Cormier, Club Vice President, and Delevan Howe, Secretary and President-elect. Peck is President of the club.



**"UP GOES OLD GLORY"**—Dr. James E. Bathum, President, raises the American flag at the new national headquarters in Dayton by Chicago.



**\$1,200 IN SCHOLARSHIPS**—San Diego Conv. Scholarship chairman James F. Gook, left, presents awards of the club to Joan V. Hayes, 17, first award of \$300; Morton J. Cathcart, 17, third award of \$300; and Morton J. award of \$400.



'—Dr. Jew E. Bathurst, NAF Executive Vice  
can flag with the new flagpole presented to the  
ayton by the Chicagoland NAF Council.



AN ACUTE CASE OF GAPOSIS?—Hillary Brooks of Warner Bros. Pic-  
tures in Hollywood seems to be catching cold, what with her clothes not  
covering her limbs very well.



IPS—San Diego Convair Management Club  
F. Gook, 17, presents the annual scholarship  
V. Hays, 7, first award of \$500; Jacqueline  
f \$300, 18, second



IT'S ALL YOURS, CHARLIE!—Ed Oberbauer, retiring President of the  
Ryan Management Club, San Diego, left, hands the "prexy tools" to Charles  
J. Fitzpatrick, newly-elected 1952-53 Club President.





By Joe Penfold

**W**E spent a few days this month on a pack trip in the Bob Marshall Wilderness Area of the Lewis and Clark National Forest of Montana. That's in the basin drained by the north fork of the Sun River west about fifty miles from Great Falls. In this area the Bureau of Reclamation proposes to construct another huge power dam and reservoir. Conservationists, sportsmen and many others have been fighting this dam as unnecessary, costly to the taxpayers and vastly damaging to fish and wildlife. We wanted a close look personally.

About 15 years ago, the Forest Service closed that north fork country to cattle grazing because years of use and over-use had depleted the forage and sod cover. Accelerated erosion had begun and the grasslands became historical spring and fall range for the famous Sun River Elk herd. About the same time the Montana Game and Fish Department took steps to acquire lands just outside the front range of mountains on which the elk could winter, as they had prior to the arrival of the white man. That land-buying program, which was completed a few years back, has now been fenced and is used each winter by about 3,000 elk. Damage to ranchers' pasture and haystacks has just about ended, so everyone is happy about the whole deal.

During these past few years sportsmen have cooperated with the Department in big game seasons, so the elk herd has been reduced to the point where critical winter range is adequate to care for them. Each year the normal increase of 700-900 elk can be harvested. That is a fine example of what goodwill, cooperation among all concerned, and determination to work out a sound game management program on the basis of biological necessities can accomplish.

The elk calve in the broad, sloping grasslands of the north fork, and our party had the chance to watch close up herds of as many as 100 cows and yearlings with the new crop of younguns. For one who hasn't heard it before, it's amazing the amount of conversation that goes between cow elk and their calves. The cows do a pretty good job of hiding their calves as they go about the job of foraging. If you get close enough to the adults to disturb them, chances are they'll move away leaving the calves hid up.

With a bit of practice, you can make a blat by blowing through a piece of grass held flat between your thumbs that seems to imitate the blat of a little fellow pretty closely. Closely enough, at any rate, to worry the cow and have her move back to where she left her calf.

Margaret Altmann, a noted biologist who has been studying the elk in Jackson Hole the last several years, states that a well fed and healthy elk is a much more gentle animal, less

nervous and less easily frightened than one that's hard pressed to fill its stomach regularly. That Sun River herd is certainly well fed then, as our presence didn't seem to worry them too much.

On this trip we saw many, many deer, both the whitetail and the mule deer. Bighorn sheep and rocky mountain goats are easily seen; moose and bear, both black and the grizzly are much in evidence. Coyotes are found as well, and in this day and age of 1080, cyanide guns and the will of some people to exterminate them, it's mighty nice to hear a few coyotes howling as you bed down under the stars.

If the dam builders are successful in getting Congress to authorize their power project, most of the north fork grasslands will be inundated and destroyed. Elk migration routes will be blocked, and in that country of insurmountable ridges which they call reefs locally, there are practically speaking no alternative routes. It will



A typical mountain beaver pond which produced a nice mess of cutthroats when the big stream failed. On Cabin Creek, Lewis & Clark National Forest.

be goodbye Sun River elk herd, and goodbye unspoiled wilderness with all its wildlife and opportunity for all of us to see it in its natural environment!



#### BEAVER DAM FISHING

As we write this, fishing conditions throughout the Rocky Mountain country are just getting good. The heavy snows of last winter have kept streams high and roilly much longer than usual—stream fishing has been poor, fly fishing just about a waste of time.

Knowing fishermen, under those conditions, will head for the small streams which clear up first, particularly those with well developed beaver population. In eastern sections, of low elevation and lengthy hot weather, beaver dams are often thought of as damaging to trout fishing. They permit the water to warm up too much, the warmed up water and increased rate at which vegetation in the water decomposes uses up oxygen and fish do poorly.

Mostly it doesn't work that way in the mountains. Beaver ponds do warm up quicker, and with the streams made up of snowmelt that's an advantage. The trout become active and begin feeding well much earlier in the season. The ponds settle out silt so the stream below runs clear. Quite frequently beaver ponds contain a wealth of food, so if the trout population is not excessive they put on weight fast.

Beaver pond fishing is an art all unto itself, and a lot of fun, though with fly and leader tangled in the willows, a willow stub cut through the new boots, mosquitoes and flies attacking, it can be exasperating. But when the big streams are high and roilly, or the week-end fishermen lined up elbow to elbow, a beaver swamp has a lot to offer.

One such area, in the big high valley of Colorado called South Park, has been the writer's favorite for many years. First time he fished it, he put in two days, from dawn to dark without netting one brookie. That was a challenge no sportsman could fail to accept. He went back

again and again until he learned the combination.

Some of those ponds are simply loaded with trout, not large ones. Most of those caught will run 8 to 9 inches, with occasional ones, caught mostly in late afternoon and evening, in the 11-13 inch class. When we find among a series of ponds well stocked with little brookies, one pond that seemingly has no fish, we go to work seriously. That pond is worth stalking, and that's just what we do.

We survey that pond thoroughly, locating the deep hole, which every active beaver pond has, almost always close to the outlet, 4 to 6 feet out from the dam. We plot a course into the pond where a cautious approach will bring the fisherman to a position away from the sun and with cover from willows or other vegetation. We consider probable breeze conditions, and best hour of morning or evening to launch the attack. Then we leave, not to return until we figure all conditions will be right.

Sounds like a lot of work and rigamarole, for sure. It is, but that also is getting top enjoyment out of a fishing experience.

Two weeks ago with a friend and all our five boys, we spent a couple days in that South Park beaver swamp area. Limits of 8 and 9 inch brookies could be taken easily—we had little success in creeling larger fish. Such a pond as mentioned above was found. As it happened we found it late afternoon, and a few casts demonstrated a great absence of small trout. We "cased the joint" and returned in about two hours. The payoff, three brookies in the 16-inch class, fat, deep-bodied, small heads with a weight of about two pounds each.

The explanation is easy enough. A couple of good size trout will keep a small beaver pond pretty well cleaned out of smaller fish, and as they clean them out they put on weight fast.

The mountain beaver pond can be a lot of fun to fish, and it can produce some real scrappers as well.



#### AXE HEAD COME OFF?

Usual procedure for most of us,

who don't use an axe very often and then on the annual camping trip plus an occasional week end, is to find when we start using the axe that the head is loose. We chop carefully, but pretty soon the head comes off and we start repairs. And that usually means hammering in a couple big nails or screws.

A tip from a forester out in California put the writer on the right track a few years ago. He advised getting the bitt and handle separately and doing the fitting job personally. Secret of getting a lifetime fit is to cut the wedging slit true and about two-thirds the way through the eye when handle is driven home, and using a piece of sound, dry, straight-grained *softwood* for the wedge. The superiority of softwood wedge is that it exerts sufficient pressure to hold the handle tight without crushing or damaging the hardwood fibres. It will also adjust to shrinking and swelling of the hardwood.

That's a good job for some evening next winter, when it looks like fishing season just never will come around again.

#### QUOTABLE QUOTE

Glenn L. Martin, who needs no introduction says,

"The best tonic to reclaim a burned out body is the outdoors. Preferably the outdoors with fish and game, or just outdoors. There is no substitute for it."



#### WILDLIFE FOOD PLANTINGS

We've said before, sportsmen are waking up to the biological needs of wildlife. No game law ever produced one head of game. Game must have suitable environment and food supply, so it can reproduce.

Now we note that the Virginia Game & Fish Department, in cooperation with Soil Conservation Districts, farmers, landowners and sportsmen is distributing and planting over two million wildlife food plants this year and some 40,000 of wildlife mixture seed.

# Management on Review



**TOLEDO SCHOLARSHIP AWARDS**—Lee Lichtenfels, Chairman of the Scholarship Committee of the Foremen's Club of Toledo, presents his club's five \$100-scholarships to four of the 1952 winners—James Jacob, David Blair, Jack Meinert and Corky Meckler.



**DRAVO AIDS THE KIDS**—To help keep the neighborhood youngsters out of the Ohio River near its Pittsburgh shipyard, Dravo Corporation recently enlarged the swimming pool at its company park. Not only are Dravo employees and their families welcome to use the pool, but so are all the children living in the vicinity of the plant.

## 84 Per Cent Turnout

*Lynwood, Calif.*—The Grayson Administrative Conference held its June meeting at Peters Restaurant in Compton and enjoyed the largest attendance of the year with 84 percent of the membership present. The occasion was an open forum discussion on current operating problems and the future business outlook for Grayson Controls. Top ranking administrative officials of the Company, T. T. Arden, Executive Vice President; Wilbur Jackson, Works Manager; and Al Beck, Sales Manager, expressed their opinions on all phases of the status of the Company past, present and future.

*H. Byman.*

## New TWA Officers

*Kansas City, Mo.*—Milt Garrison, director of analysis and reports for Trans World Airlines, is the new President of the TWA Management Club. He won the presidency by a margin of one vote over Al Jordan, manager of overhaul, in one of the most closely contested elections in the club.

Other officers are Vice President, George Levering; Treasurer, Tom King; and Secretary, Marie Acton.

J. Woodrow Thomas, retiring President, remains on the 11-member Board of Control.

*Bob Helmer.*

## Kokomo Officers

*Kokomo, Ind.*—Delbert Allen of the Globe-American Corp., has been elected President of the Kokomo Foremen's Club. Other new officers of the club are: Executive Vice President, Howard Davis; 2nd Vice President, Charles Coe; 3rd Vice President, Joe Sammel; Secretary, Roi Bougher, and Treasurer, Bill Kennedy.

Joe Cain was nominated as a candidate for NAF Director and Delbert Allen was selected as the club's delegate to the NAF convention in Cleveland.

## Officers' Club

*Buffalo, N. Y.*—The Buffalo Area NAF Officers' Club has been reactivated, with Harry Moehlan of the 1848 Foremen's Club of Pratt and Letchworth as Chairman. The group includes members from 13 companies with NAF clubs.

The group recently voted, unanimously, a gift of \$50 toward the neon sign fund of the national headquarters in Dayton.

Other officers of the area officers' council are Charles McKeone, Syracuse Management Club, Co-chairman; Charles E. Smith, Carborundum Club, Secretary; and Stanley Wojcieszak, 1848 Club, Treasurer.

*Howard F. Kaliber.*

**MANAGE August 1952**





**VINCENT ANSON**, a member of the Nesco Foremen's Club, Granite City, Ill., has been appointed regional sales manager for Nesco's southwest district. He will be responsible for maintaining harmonious working relationships between dealers, distributors and the company in Missouri, Kansas, Oklahoma, Texas, Nebraska, Iowa and Southern Illinois.



**NILES C. BARTHOLOMEW**, a member of the Carborundum Management Club, Niagara Falls, N. Y., has been appointed vice president of the Carborundum Metals Company, Inc. He was formerly assistant director of manufacturing. The metals company, a new subsidiary of The Carborundum Company, has signed a contract with the Atomic Energy Commission for the production of zirconium and hafnium metal.

## Editorial Award

*Cincinnati*—William D. Fentress, a member of the Formica Foremen's Business Club and Editor of "The Formican," has been elected a director of the American Association of Industrial Editors. Fentress is personnel manager of The Formica Company.

MANAGE August 1952



**PAA VICE PRESIDENT GREETSS TRAINEES**—Employees selected to take part in a two and a half year "Rotation Training Program" designed to develop managerial talent for Pan American World Airways' Latin American Division are greeted by division chief Wilbur L. Morrison, left, PAA vice president, as they assemble to begin their training activities. The trainees, left to right, are: Julio W. Mijares Jr., Guatemala City; Findley B. Howard, Ancon, Panama; Thomas J. Townsend, Miami; Charles C. Fleming Jr., Hialeah; Robert F. Moore, Miami; Howard F. Jacobson, San Salvador; William R. Shields, Miami; and Edwin B. Weissinger, Miami.

## PAA Launches Managerial Training Program For Selected Personnel

An intensive, two and a half year "Rotation Training Program," designed to produce top-flight managerial personnel for Pan American World Airways' Latin American Division, has been launched at division headquarters in Miami, with eight hand-picked employees as the first trainees.

The program—most elaborate and comprehensive ever undertaken by PAA to develop management talent—was worked out by a committee of division executives to give the trainees a full, well-rounded understanding of all operations in the division.

"Due to the widespread nature of our operations, it has been extremely difficult in the past for any of the 800 men in our intermediate and junior class management jobs to develop a full understanding of more than one or two phases of our over-all operation," Wilbur L. Morrison, Pan American vice president in charge of the Latin American Division, explained.

"We felt that a training program which would familiarize a few of these men with the over-all operation, by having them actually spend some time working in each of the departments, was greatly needed in order to develop top-drawer managers for the future.

"When these men complete their period of rotational training, we believe they will be qualified to take any assignment in the division, up to the department head level. I'm sure that this program will be of definite benefit to Pan American as well as to the individuals who are selected to take part in it."

During the lengthy training period, the individual trainees will spend from two to 25 weeks working in each of the various departments. They also will be assigned to four weeks' duty at a Latin American station in their study of traffic and operation procedures.

In addition, each is required to learn at least one foreign language used in Latin American countries.

Periodic reports will be required from each trainee, and progress reports on the individuals will be submitted at regular intervals by the various department heads to the executive committee supervising the over-all program.

Five of the initial trainees are from division headquarters in Miami. They are Edwin B. Weissinger, personnel superintendent handling flight and management groups; Thomas J. Townsend, flight operations controller; Charles C. Fleming, supervisor of component and shop control manufacturing; Robert F. Moore, maintenance procedure supervisor, and William R. Shields, traveling accountant working out of Miami.

Others chosen were Findley B. Howard, Ancon, Panama; Howard F. Jacobson, station manager at San Salvador, and Julio W. Mijares, district sales manager in Panama.

The training program, with such modifications as experience suggests, will form a continuing policy in PAA's Latin American Division, Morrison said.

## Special Edition

*Fort Worth*—"Operation USAF" of the Convair Management Club on July 12 saw a "Convair Special" edition of the Fort Worth Press printed for distribution at the meeting. All except the front page of the daily newspaper was the same as that used for general distribution, but the front page was prepared expressly for the Convair Management Club.

## Public Fish Fry

*East St. Louis, Ill.*—It took a lot of work by a lot of members of the Aluminum Ore Foremen's Club to sell 300 pounds of fried fish here on June 20. It was the 4th annual public fish fry held by the club at Jones Park here. William R. Bean was general chairman of the event. Attendance prizes and free television-viewing were offered as special entertainment features.

R. J. Scharbert.

## Telegraphic Bowling Tournament Plans Indicate NAF's Largest Turnout



**Los Angeles**—Over \$12,000 is anticipated for trophies and prizes to be awarded the winners in the 1953 (5th annual) NAF bowling tournament, according to W. H. Meek, NAF Director and Chairman of the Bowling Tournament committee. The nation-wide "telegraphic" tournament has been sanctioned by the American Bowling Congress and the deadline for the completion of area tournaments has been set as March 1, 1953. Two or more NAF clubs must compete in each area tournament and all entrants, as well as winners, in the area tournaments will be eligible for prizes from the national tournament.

Meek pointed out that it will be a handicap tournament and every participant must have an established average over a minimum of 21 games.

Prizes will be awarded for team and single events, high-scratch

series and high-scratch singles. All the scores, Meek pointed out, will be taken from the one series rolled in the team event.

The Bowling Chairman suggests local clubs contact him for additional information, in care of Lockheed Aircraft Corp., P. O. Box 551, Burbank, Calif. Information will be sent to the presidents of all NAF clubs and MANAGE will carry announcements as they are made by the committee.

The men who will handle the national tournament on the basis of telegraphed reports to Los Angeles from area tournaments is made up of Ken Kellough, recreational director of North American Aviation, Los Angeles; Bob Harrop, recreational director of Douglas Aircraft, El Segundo; Johnny Brennan, bowling chairman of Lockheed, and Meek.



**PUTNAM COUNTY (OHIO) FOREMEN'S CLUB OFFICERS**—Left to right are the 1952-53 officers of the only NAF county club in the State of Ohio: Charles Miller, Vice President; Bill Mason, Secretary; Ted Rogers, President; Earl Thompson, Treasurer; and Jim Bushong, Assistant Secretary.



**\$50 AWARD**, which was presented by the Foremen's Club of the Buffalo Branch of the American Brass Company to the employee's child having the highest academic average upon graduation from high school, went to Miss Ruth Irene Rose. Shown above during the presentation are President Harold W. Gerlach, Chairman of Education, Charles N. Rider, Miss Rose, and NAF Director Sidney Hanneman.

*You can never get ahead of the other fellow just by trying to get even with him.*

## GALINDO . . .

(Continued from page 12)

Ruiz Galindo defines the three aspects of his version of a modern industrialist as follows:

**Creative-Industrialist**—He who applies all his talents and energy to his source of work, considering that through his efforts he must obtain an industrial production that satisfactorily fills the needs of the consumer; prices that can be paid by the maximum number of consumers; and an ample, solid market that guarantees the life and development of his source of work and of production, from which workmen and their families derive their living and it being, therefore, an essential part of the country's economy.

**Educator-Industrialist** — As organizer, director and administrator of an economic structure that comprises the ample aspects of human endeavor, the industrialist is the most important educational factor for the human elements under his direction. The modern factory must be a school of life wherein the workman acquires new conquering habits and aspirations. The new responsibility that the industrialist must accept consists in transform-

(Continued to page 28)

MANAGE August 1952

# THE MAN WHO SPLIT THE WORLD...

## THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred C. Clark and  
Richard Stanton Rimanoczy

(Eighth of Twelve Installments)

**Y**OU will remember that we left Marx, now 25, on his way to Paris where he was to become co-editor of a new revolutionary magazine.

In the first edition Marx wrote his famous line, "Religion is the opium of the people."

This edition also disclosed the "rebellious" nature of the publication, causing it to be banned in Prussia, an occurrence which caused its financial backer to declare bankruptcy and discontinue publication.

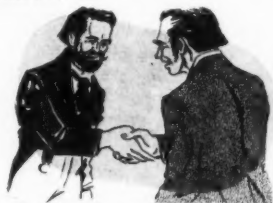


This meant that once again Karl Marx was broke and jobless.

To make matters worse, his wife was in ill health and was about to bear their first child.

His need for money caused him to borrow from every available source and solicit support from his admirers.

It is interesting to note that from this time on (1844) Marx was to receive virtually all of his income in the form of gifts from relatives and admirers.



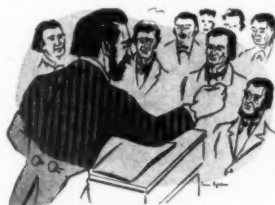
One of Marx's principal supporters was to be Friedrich Engels, whose father was a well-to-do textile manufacturer.

Marx had met Engels in the days of the "Professors Club" but had not considered him important.

But when Engels came to Paris, Marx was attracted to him for two reasons: he had gained in scholarly stature and he was willing to help out financially.

Finding themselves in perfect agreement intellectually, Marx and Engels started the writing partnership that was to last as long as Marx lived.

Although considered a better writer than Marx, Engels cheerfully assumed a subordinate position in the partnership, saying: "I am meant to play second fiddle."



Engels now resigned from his father's business to devote himself to the promotion of communism.

He, with others, held meetings to "prepare the Philistines for communism by a description of the social misery of the bourgeois regime."

In the meantime Marx was supposed to be writing the book that was to prove that this "social misery" really existed and that it was destined to become greater and greater as tools of production became greater and greater.



The pressure on Marx to get "the" book written forced him to take a formal step in that direction: he signed a contract with a publisher and accepted an advance royalty. Thus committed, he set about his task. For the first time he was forced to

think his theory through and put something on paper.

Out of it came the Marxian theory which was discussed in the two preceding installments of this series.



Unfortunately for our budding author, the long arm of the law reached out and tapped him for deportation.

There is no reason to believe that the French government was particularly anxious to be rid of the young revolutionaries, of which Marx was one, but the Prussian government, whose king had almost been assassinated, was anxious that they be further away than Paris.

Marx could probably have "fixed" the matter with the police, but instead he chose martyrdom and deportation.



His friends who had "fixed" their deportation orders finally gave up trying to persuade him to stay in Paris.

So in an aura of righteous but unnecessary wrath, Marx packed up his wife and family and moved to Brussels.

Here he hit upon a novel idea for staying out of deportation troubles: he formally renounced his Prussian citizenship, thus becoming a man who could not be "sent back" anywhere because he had no country.

(To be continued next month)





**PRODUCTION LINE TO LIFE LINE**—Members of the Oliver Cleveland Management Club donated 29 pints of blood to the Red Cross Donor program during the month of April. Being checked over before getting taped for the blood are, left to right, George Dove, Jack Hansen (Club President), and George J. Homa.



**TULSA MANAGEMENT CLUB OFFICERS**—Don Dollar, President, the Ramsey Winch Co.; Ed Rodebush, past President, Franks Mfg. Co.; E. R. Lindsey, Vice President, National Bank of Tulsa; Morris White, National Tank Co., and Guy A. Richey, Secretary-Treasurer, Franks Mfg. Co.



**LAKE ERIE FOREMEN'S CLUB OFFICERS**—Charles Weber, third from left, has been elected to head the Lake Erie Foremen's Club of Buffalo, N. Y. Other officers are, left to right, Alex Dalglish, Secretary; Marvin Smith, Vice President; Weber; Robert Sanderson, Treasurer.



## THE MANAGEMENT DICTIONARY

By A. E. Benn

(Exposition: \$7.50)

The science of management has, in the last few decades, grown rapidly and unsystematically and it has developed its own much-needed terminology. The librarian for the Ford Motor company, A. E. Benn, has compiled this book of more than 4,000 references, words, phrases and tables, or nearly 7500 entries if cross-references, carried-over definitions and the like are counted. All these are in common usage by management people in job analysis, industrial psychology, cost accounting, production and manufacturing, and general administration. Any man of management, from foreman to president, can make ready use of this unique professional dictionary, which is the first reference book which standardizes and defines the special vocabulary of business, industrial and personnel administration.

Cal Arnold.

## THE ART OF GETTING ALONG

By Wilferd A. Peterson. Harmony Press.

The sub-title is "Inspiration for Triumphant Daily Living." This book includes editorials, essays and articles on all phases of life. Written in readable every-day prose by an industrial editor and philosopher. Throughout the book runs the thread of good will to men, the effort to make the reader look not only for the good within himself but for the good that is freely his by virtue of having been created by God and thus having all things within his mental reach. There are practical challenges such as: "We can be our own mental surgeons! We can change our lives by changing our thoughts! . . . The trick is to fill our minds so full of thoughts of courage, faith, love and joy that the negative thoughts will wither and die." A good book to make one think and put into practice some of the simple rules that increase harmonious living.

Edward L. Baker

*Everything must be explored and argued. That is the only way to find out what is right. If there is nothing but uniformity, none of us will get anywhere.*

—Madame Chiang Kai-shek

A mighty good place to be in September, to enjoy the refreshing lake breezes from cool Lake Erie and the friendly hospitality of Ohioans, is the site of the 29th Annual NAF Convention—

## CLEVELAND, OHIO-- *On Lake Erie*

**A**FTER the survey party of General Moses Cleveland had looked over some interesting country in "New Connecticut" on Lake Erie in 1796, he went back home and reported . . . "While I was in New Connecticut, I laid out a town on the bank of Lake Erie which was called by my name . . . and I believe the child is now born that may live to see that place as large as Old Windham."

Old Windham was a Connecticut town of 1,500 in 1796 . . . today the new little town of General Cleveland's founding is a metropolitan area which covers nearly all of Cuyahoga County, Ohio, and has a population of more than one and one-quarter million.

Cleveland, the site of the 1952 NAF national convention, is one of America's most interesting cities, especially in September when the weather is at its best.

From the standpoint of visitors to the NAF convention, however, population figures do not mean nearly so much as the fact that there are many things to do and many interesting sights to see in and around Cleveland.

Not the least of these is the wide diversity of Cleveland industry. No matter what kind of a

company the convention delegate works with at home, the chances are that he will find good examples of his own industry in Cleveland.

Cleveland's fabulous Cuyahoga river valley contains one of the most intense concentrations of basic industry plants to be found anywhere. These plants include huge steel production units, one of the largest refineries operated by The Standard Oil Company (Ohio), and many other plants which go to make up an interesting picture of America's industrial strength.

Convention visitors will find Cleveland's Terminal Tower an ideal observation post from which to view the entire downtown section of the city, its lake-front and the Cuyahoga river valley, which is a beehive of lake shipping activity.

While the delegates are busy in meetings at the Statler Hotel, their families will find many places of interest to visit, such as the Cleveland Museum of Art, one of the finest art museums in the entire country; Western Reserve Historical Museum, containing treasures of early pioneer life in the Western Reserve; Cleveland Museum of Natural History; Brookside Zoo, housing an interesting collection of wild animals from all parts of the world; and Euclid Beach Park, a very fine amusement park.

### QUALITY CONTROL . . .

(Continued from Page 9)

performance of a supplier, and second, inform Purchasing of the better suppliers with whom we have the least trouble. Here too, we can cut down on our inspection when we find a Supplier consistently good.

Q. C. will work in an office too. It can be used to cut down the number of billing errors or mistakes in ledger entries. It points out needed reforms in procedures through accurate information on which we can rely. Q. C. methods can be used to measure the accuracy, speed, or efficiency of one or a group of employees. It is used successfully in time and motion studies, production control, wage incentive systems, cost systems, personnel hiring.\* This latter is an interesting and lucrative field. The

highest cost in our plant is the cost of labor. If we can use some method of determining how that labor should be employed, who to employ and who not to employ, and when we should employ, we would certainly save a good deal of money in labor turnover and cost of hiring. We can do this by Quality Control Methods.

And so I have tried to show you something of the great versatility of this comparatively new science. We do not claim in our field to be all powerful, to correct all evils of manufacture or production. It is only the engineering skill, the business acumen that is combined with our chart analysis, that can make a manufacturing enterprise profitable and competitive.

\*See your paper by the author, *Industrial Quality Control Magazine*, July, 1952.



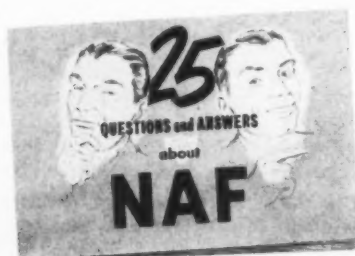
**MAYTAG SCHOLARSHIP WINNER—**Del Doty, center, President of the Maytag Management Club, congratulates the club's 1952 scholarship award winner, James Gaylor. At left is Ben A. Davis, Chairman of the club's Education Committee. The youth will apply the \$500-award to his college training.



**PARADE OF PROGRESS**—The Syracuse Management Club sponsored this exhibit in the window of the Merchants National bank in Syracuse, N. Y., for three days. It presented a pictorial story of the activities of the Management Club, centered around an enlargement of the NAF Code of Ethics. Public response was reported as excellent.



**CONSTRUCTION PROGRESS REPORT**—The unfinished building addition at the left will be the new conference room of the NAF's National headquarters in Dayton. Checking the work of the builders is Dr. James E. Bathurst, NAF Executive Vice President.



#### "25 QUESTIONS AND ANSWERS"

—This two-color booklet has been published by the NAF national headquarters in response to requests by members of the general public for general information about the NAF. Copies are being offered free of charge in limited quantities.



"If you'll notice closely—the thing a-ma-jig drives the ah—what-cha-ma-call-it—which in turn . . .

#### GALINDO . . .

(Continued from page 24)

ing his factory into a vast mechanism of educational incentives through which the workman acquires new constructive habits.

**Revolutionary-Industrialist**—In this aspect, the industrialist must concentrate his efforts in favor of the human element—contrary to what was done before and still, unfortunately, in many cases, continues to be done. According to that antiquated theory, men were considered as mere machines, and technical development was the only thought of the industrialist.

The doctrine of human relations as applied to Mexican industry by Antonio Ruiz Galindo ends here. Its realization is one of the most fascinating chapters in the history of Mexico. Struggling against the indifference of great masses of people, many of whom thought his theories would fail, Ruiz Galindo, in 1946, put into practice the integral and absolute application of his doctrine.

The result?

World-wide attention on this giant human and industrial laboratory in Mexico City has brought many visitors to the plant of Industrias Ruiz Galindo, S. A., and all go away amazed at the industrial efficiency, the great productivity, and the social improvement of the employees and their families as compared to that of their neighbors.

Other Mexican industrialists are heeding the doctrine of Ruiz Galindo and human relations is finding its way into all of Mexican industry, but Antonio Ruiz Galindo is considered by all as the "patron saint" of modern human relations in industry in Mexico.

MANAGE August 1952





## "Grow Up, Yanks!" Shouts Aussie Reader of MANAGE

### Ease It Off A Bit

**AUGUST 11-15**  
Management Unity Seminar... Dayton

**SEPTEMBER 8-12**  
Fourth Annual Industrial Engineering Conference  
Michigan State College,  
East Lansing, Michigan

**SEPTEMBER 17-20**  
29th Annual NAF Conv... Cleveland

**SEPTEMBER 18**  
7th Annual Regional Conference  
Meadville, Penn.

**OCTOBER 13-17**  
Management Unity Seminar... Dayton

**OCTOBER 20-21**  
The National Ass'n of Suggestion Systems 10th Annual Convention  
Chicago

**DECEMBER 8-12**  
Management Unity Seminar... Dayton



**EASTERN AREA ASSIGNED TO NORMAN GEORGE**—In order to meet the increasing number of clubs and members in NAF, the area formerly serviced by R. F. Monsalvatge has been split with Norman George becoming the area manager for the northeastern portion of the United States. This move, approved by J. E. Bathurst, Executive Vice President, becoming effective August 1.

Norman George, a graduate of Ohio State University, has been working on the NAF staff since January 1 as assistant to the General Manager. He is well grounded in the NAF principles and philosophy and gives every evidence of a fine future with our association.

MANAGE August 1952

"The Trouble with You Yanks—" I think it was a Canadian journalist who recently wrote an article with that title. Well, here is my contribution:

In the May, 1952, issue of "Manage," the Indianapolis Motor Race is described as the "largest one-day sporting event in the entire world."

"The world's biggest" — if only Americans could realize how infuriating this attitude is to people in other countries. The world's largest one-day sporting event is a doubtful claim to fame and I don't suppose that there is much merit to be gained by disputing it, but the U. S. habit of claiming everything that happens there as the biggest and best is the one that rankles most with my countrymen.

How the —, how can you be sure that anything is the world's biggest? Have you all the facts? Take this sporting event. How do you know that the whole population of Kamchatka doesn't assemble every Whitsunday afternoon and go osk-hunting or that the scheinkle-nützel eaters of Flammendorf don't run a regular contest that takes seven years and five hundred pflözen to organize? Or again, surely you have heard of Epsom and the English Derby, where they control the traffic from helicopters and captive balloons. Have you compared your event with that? To come nearer home, we have an annual horse race called the Melbourne Cup. The day of this event is a public holiday in Melbourne and, from what I have seen, practically the whole population of the city plus sundry country and interstate visitors, converge on Flemington to see the race. Did you have all the facts of this mammoth event when making your claim? Melbourne, by the way, is a hick town of not quite two million people.

This "biggest and best" — this adolescent attitude doesn't become you. Can't you realize that you don't need the small boy approach any longer — "Our family's got this — My Dad can do that—" You've reached adult status. You've taken over world leadership from poor old battered Britain. You've grown up—or have you? This boastfulness makes us wonder. You see we Australians possess the same characteristic to a marked degree. But we need it. We are still making our way in the world. We still have that feeling of unsureness which needs bolstering. You should have outgrown it by now.

Forgive the diatribe. I have a great regard for Americans. I served alongside them for some time in the South West Pacific during World War II. I had close associations with the U. S. Navy at Balikpapan both during and after the landing. There I formed an impression of America and Americans which was directly opposite to the poor picture I had obtained from the movies. There was nothing boastful about these men. They did a job well and resented the bally-hoo about them that was being splashed in sections of the press, radio and films. I know, because we often talked about that very thing. To me they ranked as solid citizens in any language and I am sure that most Americans are like them. That is why I am sad when I see them letting themselves down. America needs the good will of the free countries. There are vast numbers in these countries who regard America favourably. But there are others who are working all the time to change that attitude. Don't provide them with ammunition.

W. G. Harmer  
77 Sydney Street  
Glenunga,  
Adelaide,  
South Australia.



# "the failure Came from Within"

By E. S. Maclin

On the sports page of a recent daily paper was the story of a man who had been a very prominent athlete in his day, but too early in his life he was dropped from the big league payroll because he had an appetite which when satisfied rendered him useless to his team.

Too, there is the story of Leonidas at the pass of Thermopylae who with 300 men was able to stop cold the invading hosts. Things went well until one of the 300 thought he could feather his own nest by leading the enemy by an unknown path which he as a shepherd-boy had used. Contact with the enemy was made, the price paid and when Leonidas awoke one morning 10,000 of the enemy were at his back. He and his men did all they could but it availed them nothing.

We in America abhor the name of Benedict Arnold who died a miserable wretch in a cold, bleak attic in London because he deserted the Continental Army and sold out to the enemy.

Many other cases of personal failure and desertion of a worthy cause may come to your mind with the same net conclusion. —"The failure came from within."

If America fails, if our free enterprise fails, if our government goes totalitarian, it will be because American men and women have failed in their civic duty or have failed to put their best selves into their work.

When a man does only PART of the work he is capable of doing, when he withholds his ideas which may be of value, when he fails to stand shoulder to shoulder with his associates for that which is right, fair and just, he may expect his cause to fail.

When management fails to keep the two-way lines of communication open between the top and all employees it is courting that dryrot from within which will lessen its effectiveness as a going concern.

The heart and spirit of the company will be kept strong through its members knowing what is going on within the industry, what are the plans for the future, what the business outlook is and how the company is meeting its obligations to society as a whole.

Informed people are prepared to meet the problems of life as they occur. It is only when the history of the past is ignored, be it individual lives, or the lives of almost forgotten nations that we ourselves fail.

The question for each industry then arises: "How can we best keep our people informed on what the company

is doing, what its management is thinking and what the outlook is for the future?" The natural and proper line of communication is down through the lines of communication to the foremen and out to the men.

Three monkeys sat in a cocoanut tree  
Discussing things as they're said to be,  
Said one to the others: "Now, listen, you two,

There's a certain rumor that can't be true,  
That man descended from our noble race—  
The very idea is a disgrace!

No monkey ever deserted his wife,  
Starved her babies and ruined her life.  
And you never knew a mother monk  
To leave her babies with others to bunk,  
Or pass them on from one to another,  
Till they hardly know who is their mother.

And another thing you'll never see—  
A monk build a fence around a cocoanut tree,

And then let the cocoanuts go to waste.  
Why, if I put a fence around a tree,  
Starvation would force you to steal from me.

Here's another thing a monk won't do—  
Go out at night and get on a stew,  
Or use a gun or club or knife  
To take some other monkey's life.

Yes, man descended, the ornery cuss,  
But, brother, he didn't descend from us!

## DETROIT

*at its Best \**

The most gracious hotel at the gateway to northern Michigan and Canada — in the heart of America's great automotive center. 750 new outside rooms, every room with bath. Ample hotel parking space. Air-conditioned lounge, coffee shop, dining room and ballroom.

CONVENTION AND GROUP MEETINGS INVITED

*\* means Hotel*  
**DETROITER**  
Woodward at Adelaide, Detroit, Michigan



MANAGE August 1952

## WANTED:

### NAF Assistant Manager of Education

If you are interested in applying for this position, please send a brief summary of your qualifications to The National Association of Foremen, 321 West First St., Dayton 2, Ohio, attention of W. Levy. All replies will receive courteous and confidential consideration.

## INCENTIVES . . .

(Continued from Page 10)

instead of simply marking time for a specified number of months or years.

## ADVANCEMENT IN THE PROGRAM

As an example, we will assume that a periodic pay increase is given the apprentice every six months. Normally, in this period of time the apprentice could complete 1000 hours of on-the-job training and 72 hours related instruction. Allowances should be made on the 1000 hours work, for vacation time, sick leave and loss of time due to adverse weather conditions if such is the case. This would

## SAFETY for STEPS!

### Heavy Duty Molded Rubber Step Treads Black or in Color . . .

Slip-Proof grid design on surface, special frictioned-rubber compound for lasting service and economy. Treads in black or attractive marbled colors for installation outdoors or indoors on any type step — wood, concrete, metal, tile — with Melastic water-proof cement . . . No screws or binding strips required.

### Link Mats of VINYL Plastic — Oil-Resistant . . .

In stock sizes and patterns or custom-made in bright color patterns to any rectangular specifications . . . Heavy links of Vinyl Plastic woven on rust-resisting steel wire with end plates. Won't soften or rot under acid or oily floor conditions . . . Also link mats of rubber.

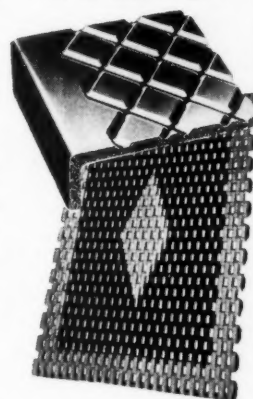
SEND COUPON . . . for complete information on all MELFLEX SAFETY Materials — Mats, Runners, Treads.

**MELFLEX Products Company, Inc.**  
410-M South Broadway, Akron, Ohio

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_



## COMFORT and CONVENIENCE

### HOTEL ALCAZAR

Convenient to the great Garfield Park industrial and recreational center — yet only a few minutes to the Chicago Loop—

A restful hotel near all Chicago activities. 200 rooms with private bath from \$2.50 day • \$15.00 week  
Corner of Sacramento and Washington Blvds.  
Chicago 12, Illinois

### HOTEL STRATFORD

Convenient to everything in Chicago; within easy walking distance to Wrigley Field—home of the CUBS—step from your room to the baseball game—after a tasty cocktail of course.

from \$2.50 day  
4131 N. Sheridan Road  
Chicago 13, Illinois

### HOTEL DAYTON

A modern hotel with every comfort and convenience to make your stay a delight in Kenosha — where business and pleasure mix. Our dining room has a reputation for excellent FOOD. Home of the Town Casino.

Rooms with private bath from \$3.00.  
Kenosha, Wisconsin

### HOTEL NEW JEFFERSON

Completely remodeled and refurbished — New Jefferson Hotel will make your visit to South Bend much more pleasant.

We welcome all Notre Dame alumni and friends. Rooms with private bath from \$2.75.  
South Bend, Indiana

Personal Management FRED F. KEAN AND ASSOCIATES

reduce the number of work hours for the six month period to approximately 900. Therefore, if the apprentice completes 900 actual hours on-the-job and 72 actual hours of related instruction in five months instead of six, he is entitled to the pay increase at the end of five months and the shortening of the term of apprenticeship in the same amount. By the same token, he may take seven months to complete the minimum requirements thereby delaying his pay increase and lengthening his term of apprenticeship by one month.

For the purpose of determining an apprentice's eligibility for advancement or competition, the Joint Committee should have a job rating report from the foreman and/or steward, and a record of his work. They should also have a report showing the apprentices related instruction progress.

## COMPLETION OF APPRENTICESHIP

If the apprentice has received credit for previous training or experience, and his term of apprenticeship thereby

(Continued to Next Page)

# The Power of Faith and Prayer



## EDITOR'S NOTE:

Our thanks to Robert P. Burr, Secretary of the Continental Gin Company Supervision Club for giving us permission to reprint the following letter received by him from George W. Woodruff, Chairman of the Board of Continental Gin Company, Birmingham, Alabama.

Burr stated: "I think the most interesting thing about this letter of Mr. Woodruff's and where its news worthy value comes in is due to the fact that here is a man, although not primarily a churchman, who has made an utterance of a religious value to his employees without any basic reason for trying to sell them on any certain type of religion. I feel that it is a message for the entire nation as a whole that here is a man with wealth, power and position that is still humble enough before Almighty God to express himself and be proud of so doing."

Dear Mr. Burr:

Prayer and faith by all who believe in God will produce results unobtainable through any other method. Personal experience is proof of the unequalled power of prayer. Those who have not had such proof should start now. Teach yourself to pray; talk to God in plain language—He will understand. But you must have faith, don't give up. God knows best and will provide for the faithful in his own way.

Communism is spreading and must be stopped. Our greatest weapon against it is religious education. Our young people must be given proper instruction. Sunday schools and churches are doing good work, but religion and prayer should become a part of our daily lives.

It is my earnest hope and prayer that every man and woman connected with the organization of this company be personally affiliated with a church of his or her own choosing and influence others to do likewise. By this method and through the power of God and prayer, we can and will maintain freedom and liberty in America.

Most Sincerely

*George W. Woodruff*

shortened, his required number of related instruction hours should also be reduced accordingly. In other words, if the apprentice received 18 months credit on a four year apprenticeship for previous experience, he would have a balance of 30 months to serve. At the rate of 144 hours per year, which is 12 hours per month, his number of required related instruction hours would be  $30 \times 12$ , or a total of 360 hours. Therefore, at anytime the apprentice satisfactorily completes 360 hours related instruction he has fulfilled the second requirement for completion of his apprenticeship. The first requirement is the number of hours or months of work he must complete on the job.

**We have no more right to consume happiness without producing it, than to consume wealth without producing it.**

Upon completion of these first two requirements, the apprentice then becomes eligible to take a Trade Test. This is a practical written test devised and administered by the Joint Committee or their designated representative, for the purpose of determining the apprentice's knowledge of the trade. If the apprentice satisfactorily passes this test in addition to the first two requirements, he is awarded a Certificate of Completion, and graduated to the status of journeyman, regardless of time served, provided his job rating report and related instruction report are satisfactory.

## BASIC REQUIREMENTS

The success of this plan is entirely dependent on the establishment of definite requirements for completion of apprenticeship and for advancement during the apprenticeship term. It is absolutely necessary that every apprentice thoroughly understands how he may shorten his apprenticeship term by fulfillment of these requirements through regular class attendance and application to his job. These basic requirements should be written into the "Standards of Apprenticeship" (see "Changes in Standards") and should include the following:

1. A definite number of hours an

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MANAGE August 1952

# ★ MANAGE SERVICE BUREAU ★

## New Products and Publications for Management Men

### Serves You Right!

How a number of the country's leading industrial plants have effected new efficiencies and marked economies by employing fork-lift trucks and towing tractors in plant maintenance operations, is shown dramatically in a new 15 minute motion picture, "Serves You Right," just released by the Clark Equipment Co., Battle Creek, Michigan. To get this outstanding film to supplement your club program—

### CIRCLE 801 ON SERVICE COUPON

### For the Welder's Health

To remove fumes and sparks from welding operations, Eddystone Division of Baldwin-Lima-Hamilton Corporation has equipped welders in four of its shops with more than 100 portable compressed-air type ventilating Air-Movers. These simple and inexpensive devices have proved to be more satisfactory than a permanently-installed ventilation system.

The convenience of portability of the M. S. A.-Lamb Air-Movers permits welders to put them close enough to welding operations to remove practically all fumes and sparks, discharging them into the upper atmosphere of the building. Although the Air-Movers are nearly three feet long, their total weight of only five pounds is largely in the base so that they stand readily in almost any position. This flexibility in handling the ventilating device on the job makes it easy for workmen to use it to best advantage either outside or inside of large weldments.

Additional information about the Air-Mover may be obtained in Bulletin DP-5 from Mine Safety Appliances Co., Pittsburgh, Pa.

### CIRCLE 802 ON SERVICE COUPON

### Want A Speaker?

The machine tool industry has established a Speakers' Bureau through which machine tool executives can be made available as speakers to management clubs, service clubs, schools, etc.

Although the NAF will furnish your club with two speakers a year as part of its many services, here is another excellent source. We'll forward your request for information.

### CIRCLE 803 ON SERVICE COUPON

### Select The Right Rivet

Selecting the correct tubular or split rivet for an assembly is easily made with the use of a pocket size rivet selector prepared by Chicago Rivet and Machine Co., Bellwood, Ill. Merely dialing the selector to any proposed size and type of rivet instantly and automatically discloses the necessary rivet clinch allowance, the recommended assembly hole diameter and the rivet head diameter. The selector gives the rivet catalog number for any steel or brass rivet. This selector will be sent without charge.

### CIRCLE 804 ON SERVICE COUPON

### Needed In Hot Weather

Working in hot weather may make the workers you supervise languid, fatigued, lazy or even prostrated from the heat. This is due to the loss of salt in the body due to perspiration. General Scientific Equipment Co., Philadelphia, Pa. offers its GS Ace salt tablet dispenser. This is something new, different, economical, sanitary—95% glass and plastic, strong, simple and foolproof. Ornamental at any fountain, it holds 750 ten grain salt tablets. Visibility invites consumption. For more information—

### CIRCLE 805 ON SERVICE COUPON

MANAGE August 1952

### Here's A New File

A new item in the Bite Rite line of files for industrial use has been announced by Henry Diston & Sons, Inc., Philadelphia's 112-year-old manufacturer of files, saws, tools and special steels. Called the "Multi-metal" file, the new file is specially designed for the machinist who must work on a wide variety of metals. The files have special tooth shapes and spacing so that the same tool will cut aluminum, brass, copper, iron and steel, and other metals. Sides are double-cut; edges are single-cut. For information on this and other Diston products—

### CIRCLE 806 ON SERVICE COUPON

### What A Handy Combination!

The maneuverability of the portable grinder and the utility of the abrasive belt have been successfully combined for the first time with the new Belt Grinding Attachments described in a 4-page folder just published by Buckeye Tools Corporation, Dayton, Ohio.

The attachments, available in two sizes, each consist of a contact wheel, a supporting arm mechanism and an idler pulley which supports and aligns the abrasive belt. In extensive field tests, the new units cut production time on numerous grinding appliances which formerly required mounted wheels, abrasive discs, snagging wheels, cones or hand files, and provided an excellent finish, entirely free from lap, gouge or chatter marks. To get this folder—

### CIRCLE 807 ON SERVICE COUPON

### New Literature Offered

(Circle the Number on Service Coupon)

**808.**—More efficient operation in your department through the use of rawhide hammers, mallets and mauls is shown in two pamphlets on the C/R Jawhead Rawhide Hammer published by Chicago Rawhide Mfg. Co., Chicago, Ill. These publications are free for the asking.

**809.**—Finest of its kind published in the powder-actuated field, says Ramset Fasteners Inc., Cleveland, Ohio, about its new specification booklet on the Ramset line of Tru-Set Fasteners and accessories. Learn more about this line in this attractive booklet.

### 810.—YOU CAN HELP DEFEAT COMMUNISM.

The Acacia Mutual Life Insurance Company, Washington, D. C., will gladly send free of charge, pocket-size copies of their 8-point program suggesting ways whereby Mr. and Mrs. Average American can help combat Communism, USA. J. Edgar Hoover, Director, FBI, had this to say about Acacia's 8-point program, "We of the FBI know that the program outlined will be of inestimable value in keeping our country free of subversive influence." Investigate the distribution of these as a club project.

**811.**—Economical electric fork trucks operation (at one-half the usual cost) is the subject of brand new, 12-page catalog featuring the Lewis-Shepard "J" model. This catalog should be of vital interest to anyone facing problems of lack of space and limited floor load capacity. It's put out by Lewis-Shepard Products Inc., Watertown, Mass.

**812.**—A new four-page folder, "What Magic Pivot Means To You" is being offered free to power saw users by Cummins-Chicago Corp., Chicago, Ill. The principle and advantages of Magic Pivot, a simple but long overlooked idea that places the pivot point of the saw shoe as close as possible to the saw shaft and the work, is illustrated. Other helpful charts are featured.

**813.**—A four-page bulletin, a-616, gives full information about the new Tri-Matic Overload Release recently announced by Dodge Mfg. Corporation, Mishawaka, Ind., for their line of Torque-Arm Speed Reducers.

**814.**—How to cut coolant filtration costs up to 75% with the new Houdaille WEB-O-MATIC, self-cleaning web-type filter for individual machine tools or small central coolant systems is explained in a new four-page bulletin offered by the Honan-Crane Corp., Lebanon, Indiana. It features Honan-Crane coolant filtering and oil handling equipment covering all machine tool and metal working operations.

**815.**—A new 12-page catalog just published by Gibson Electric Co., Pittsburgh, Pa. describes properties and uses of the Gibson line of electrical contacts. This book is to aid in selection and use of electrical contacts throughout all the broad original-equipment fields.

Note: Inquiries for the items listed above will not be serviced beyond September 30.

## MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

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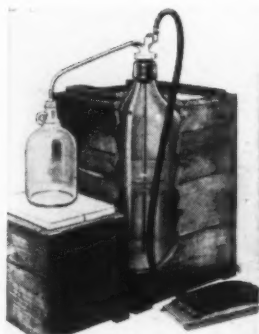
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## INCENTIVES . . .

(Continued from Page 32)

apprentice must work on the job in order to advance in the program or complete the apprenticeship.

2. A definite number of hours an apprentice must attend related classes in order to advance in the program or complete the apprenticeship.

3. A "Trade Test" approved by the Joint Apprenticeship Committee.

4. A procedure whereby periodic pay increases will be granted only after the apprentice has satisfactorily completed the minimum requirements for that period.

## CHANGES IN STANDARDS\*

Below are suggested changes which will be necessary to your "Standards of Apprenticeship" if this plan is to be adopted.

### SECTION A

#### Completion of Apprenticeship

Upon the recommendation of the Joint Apprenticeship Committee, an apprentice shall be awarded an appropriate certificate showing completion of apprenticeship, and shall

be advanced to the status of journeyman, provided the apprentice has satisfactorily fulfilled the following minimum requirements.

1. 12 months (1800 hours) or more as an apprentice.

2. 144 hours or more related instruction per year for the term of indenture. (Computed at 12 hours per month for the total number of months the apprentice must serve as such.)

3. Satisfactory completion of the "Trade Test" issued and prescribed by the Joint Apprenticeship Committee.

### SECTION B

#### General Provisions

1. The "Trade Test" used for the purpose of determining the apprentice's knowledge of the trade may be given at any time after the apprentice has served the minimum term of apprenticeship and has completed his minimum number of related instruction hours.

2. The Joint Apprenticeship Committee shall require a "Job Rating" report from the Foreman, to be used

in determining the apprentice's eligibility for advancement or completion of apprenticeship. This report shall indicate that the apprentice has above average aptitude and ability.

3. For the purpose of deciding advancement or completion of apprenticeship, the Joint Committee shall also require a report from the Supervisor of Apprentices (or Coordinator) concerning the apprentice's related instruction progress. This report shall indicate the apprentice's attendance at classes, his class attitude, and his theoretical knowledge.

4. The Apprentice shall be required to submit an accurate record of his daily attendance, and work for each six-month period.

### SECTION C

#### Wage Increases

Periodic pay increases will be granted, only after the apprentice has satisfactorily completed the minimum requirements for the specified period: that is, 900 hours of on-the-job training, and 72 hours of related instruction.

### STIMULATING INTEREST

A surprising amount of apprentice enthusiasm and a general interest throughout an organization can be stimulated by making the completion ceremony an important event. Impressive competition certificates should be prepared. Presentation of these certificates should be delayed until several apprentices have completed their program. They are then presented, by a high company official, at a banquet given in honor of the graduating apprentices. It is a good idea to have a photographer on hand to take a picture of each apprentice as he receives his certificate. Later the pictures can be sent to each respective apprentice.

The entire event should be publicized in the company paper and local newspapers if possible. Psychologically, this is an excellent time for a good speaker to commend the apprentices on their perseverance and foresight in completing their training. The importance of their work should also be impressed upon them at this time. If this occasion is well planned and conducted, the apprentice will return to work with redoubled enthusiasm, and—it is well to remember that enthusiasm is contagious.

1952



A standout in any company, anywhere, any time . . . the stunning new '52 Dodge Coronet Diplomat with effortless Gyro-Matic transmission.

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